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TAB A

HIGHLIGHTS OF MANAGEMENT IMPROVEMENTS EFFECTED
DURING FISCAL YEAR 1952

1. Developed full time liaison with all levels of the National Security Council to make possible continuous intelligence support for its activities. This arrangement has provided the Agency for the first time an opportunity to anticipate precise NSC requirements.
2. In order to give clear-cut direction to the activities of the specialist groups engaged in the production of National Estimates each group was placed under the direction of a senior staff member who was formerly one of a general group concerned with world-wide affairs.
3. Under Agency chairmanship a panel of outside consultants, of the highest eminence in the field of foreign affairs, was convened for a number of two-day sessions to review and advise on the work of the Office of National Estimates.
4. Initiated, through the Director of Central Intelligence, procedures for obtaining military operational information deemed essential to the production of particular National Estimates.
5. Established with formal Intelligence Advisory Committee approval, procedures for conducting post-mortems of National Estimates to consider whether intelligence gaps have been revealed for which corrective action appeared indicated.
6. The Agency's economic intelligence activities were reorganized to permit more realistic functional breakdowns and channels of supervision. This will result in identifying gaps in intelligence coverage, better long-range planning to meet consumer needs, and more clearly defined areas of authority and responsibility.

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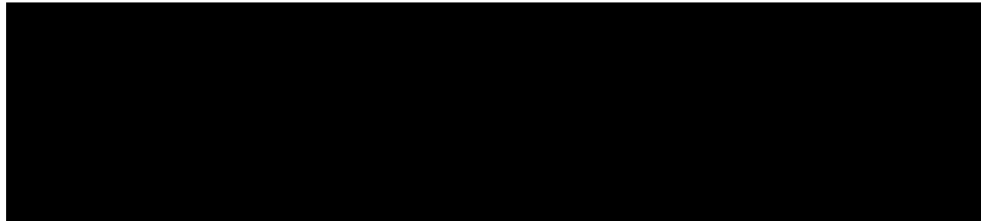
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7. Numerous committees and working groups were activated to launch and coordinate the responsibilities of the Economic Intelligence Committee in the identification of priority economic intelligence problems relating to the national security. Included among the tasks of the EIC are: to focus the analytic resources of the government on coordinated study of economic intelligence problems; to ensure that the economic information in Washington is readily available for intelligence users; and to advise intelligence collectors of critical gaps in the available information.
8. Centralized administration and control of all outside contract external research with non-CIA entities. This arrangement will: eliminate duplication of effort; provide better centralized knowledge of the capabilities of outside research organizations; and reduced costs by the expansion of existing contracts in lieu of new contractual arrangements on closely allied subjects.
9. A survey was conducted, by an ad hoc inter-Agency committee at the instance of CIA, to examine the intelligence production in the fields of science and technology. This was done in light of the fact that no specific allocations had been made under National Security Council directives. The report and recommendations of this committee have been approved by the Director of Central Intelligence and adopted by the Intelligence Advisory Committee. Under DCI directive major areas of responsibility have been allocated as between this Agency and the Department of Defense, and it is expected that this will result in more effective utilization of critical scientific manpower in intelligence research and production.
10. The purposes of the Executive Order No. 10249 dated 4 June 1951, for centralization of responsibility on foreign service reporting in the Department of State, has proved effective from the point of view of national security. The Department has requested and the Agency through the Economic Intelligence Committee has provided coordinated guidance for the levying of economic requirements upon the Foreign Service.

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12. Traveling abroad of personnel from Intelligence Offices has been systematically subjected to closer scrutiny and control to establish the validity of proposed missions.
13. A microfilming technique was established to ensure availability of documents at all times for research and reference services. This procedure will in addition, economize on space, reduce the need for retaining paper records over an extended period, and offer a medium for satisfying the need for a security copy in the event of disaster.
14. A procedure was developed and installed to permit vouchered funds payroll, time and attendance reports, change slips and earnings records cards to be mechanically produced with an effective man-hours saving over the manual techniques used heretofore.
15. A steering committee was organized within the Agency and plans and procedures were developed for a more effective method of reporting of unvouchered funds obligations. Regulations and procedures were put into effect Agency-wide, and methods of control and techniques for reporting were installed overseas.
16. A Technical Accounting Staff was organized for the purpose of improving all Agency accounting techniques and reports to ensure maximum productivity and personnel utilization, of those employees engaged in fiscal matters, and to convert wherever feasible manual operations to business machines.
17. Established a central travel processing facility to provide services of a technical and guidance nature to Agency personnel in a travel status. This centralization eliminated the necessity for individuals spending considerable time visiting Agency offices in widely dispersed locales.
18. Developed and established a system for the expeditious handling of personal history statements by mechanical reproduction, effecting a 40% reduction in administrative processing time.

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19. Instituted a procedure for the maintenance of basic personnel records and file systems within the Agency, as recommended by the Civil Service Commission and your Bureau. This procedure resulted in: reduction in procedural steps; consolidation of existing forms; provision for adequate controls; elimination of duplicative and continuous reviews; provision for in-service placement activity; and placement of proper responsibility within organizational components.
20. Compiled a "Procurement and Supply Manual" containing policy, regulations, and procedures to be used for: information and guidance of operating officials in departmental headquarters; indoctrination and reference for procurement and supply personnel; and as a training vehicle for Agency personnel destined for overseas operational assignment.

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